

# MANDEVILLE FIRE / EMS

## 2019-2024 STRATEGIC PLAN



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## Message from the Fire Chief

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As Fire Chief, it is my honor and privilege to present, on behalf of the members of Mandeville Fire/EMS– STFD 4, the Department’s 2019 – 2024 Strategic Plan.

This plan was developed through the tireless and open communication of our members, external stakeholders, elected officials, civic leaders, and members of the public we serve. Additional emphasis was placed on solid data, on response times, allocation of resources, and future needs assessment.

Recognizing that planning is always a work in progress conducted from the level of moment to moment and span of years going forward, we are proudly presenting to you our core plan for the 2019 – 2024 time period. Along with this document comes our commitment to be continuously engaged in honest, introspection, and open communication with close observation of the changes in the needs of our community. Some of those will occur in “real time,” as our community did in the aftermath of Hurricane Katrina. Others will be determined by keeping our fingers on the pulse of the future.

In the blink of an eye, the fire service has gone from the days of horse-drawn pumpers and bucket brigades to the all-hazards response agencies utilizing modern technology. Our Department has made huge strides in the areas of EMS, Hazardous Materials response, swift water rescue, community risk reduction, data analysis, and achieved a Class 1 Fire Suppression Rating. That momentum will continue to be our compass for service to our community.

In closing, please allow me to share with those who were not present a moment that speaks to the character of the personnel of Mandeville Fire/EMS – STFD 4. When the State Fire Marshall came to officially present our Class 1 rating at a meeting of our Board of Commissioners, he noted that our Department had made the highest score ever made in the State of Louisiana. He continued by saying he didn’t know whether any department would ever beat that score. Without hesitation, one of our members spoke up and said: “We will!” Every other member saluted that resolve with applause.

Dedication defined.

Sincerely,

*Kenneth Moore*

Fire Chief Kenneth Moore



## Introduction

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St. Tammany Parish Fire Protection District #4, doing business as Mandeville Fire / EMS (MFE) provides an all-hazards approach in the protection of the lives and property of the residents, businesses, and visitors of its coverage area, which encompasses 74.59 square miles of the north shore of Lake Pontchartrain in Southern Louisiana. MFE is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the department's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation International (CFAI) *Fire & Emergency Service Self-Assessment Manual* 9<sup>th</sup> Ed. and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.



The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the department's members to critically examine paradigms, values, philosophies, beliefs, and desires while working in the best interest of the "team." It further provided the department with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's community and department stakeholders' groups demonstrated a commitment to this important project and remain committed to the document's completion and future plan execution.



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## Organizational Background

Mandeville Fire / EMS (MFE) has its origins in the late 1800s when the community found a need for some sort of fire suppression in the area. This led to the creation of two fire departments in the Mandeville town area – Fire Company No. 1 and Fire Company No. 2. In 1914, Fire Company No. 1 was formally chartered from which the first area fire chief was named. As the community continued to grow, technology and design within the fire service continued to change, so did the fire department and its ability to advance its protective services.



In 1958, the St. Tammany Parish Fire Protection District #4 was formed by a joint resolution between the town of Mandeville and the St. Tammany Parish Police Jury. On January 14, 1958, St. Tammany Parish put forth thirteen resolutions to divide the parish into fire protection districts. As each parish code was finalized, the fire district was named in numerical order. The Mandeville area fire district was the fourth parish code that day and created St. Tammany Parish Fire Protection District #4. Throughout its history, the fire department has continued to evolve from a volunteer/career department to the fully career department that it is today.



Currently, the department operates under a “doing business as” Mandeville Fire / EMS, confirming the understanding that the organization provides more than just fire suppression and acknowledge the community it serves. MFE has an all-hazard approach to service delivery. The department respects its vast history but remains adaptable and progressive to meet the challenges encountered to support its community.

Through its commitment to those they serve, the Mandeville Fire / EMS embraces excellence which is evidenced by its pursuit of continuous improvement and its Property Insurance Association of Louisiana (PIAL) Class 1 rating. MFE remains mission-focused while demonstrating its core values by all members in the delivery of excellence in public service to all who live, work, and visit their coverage area in Louisiana.



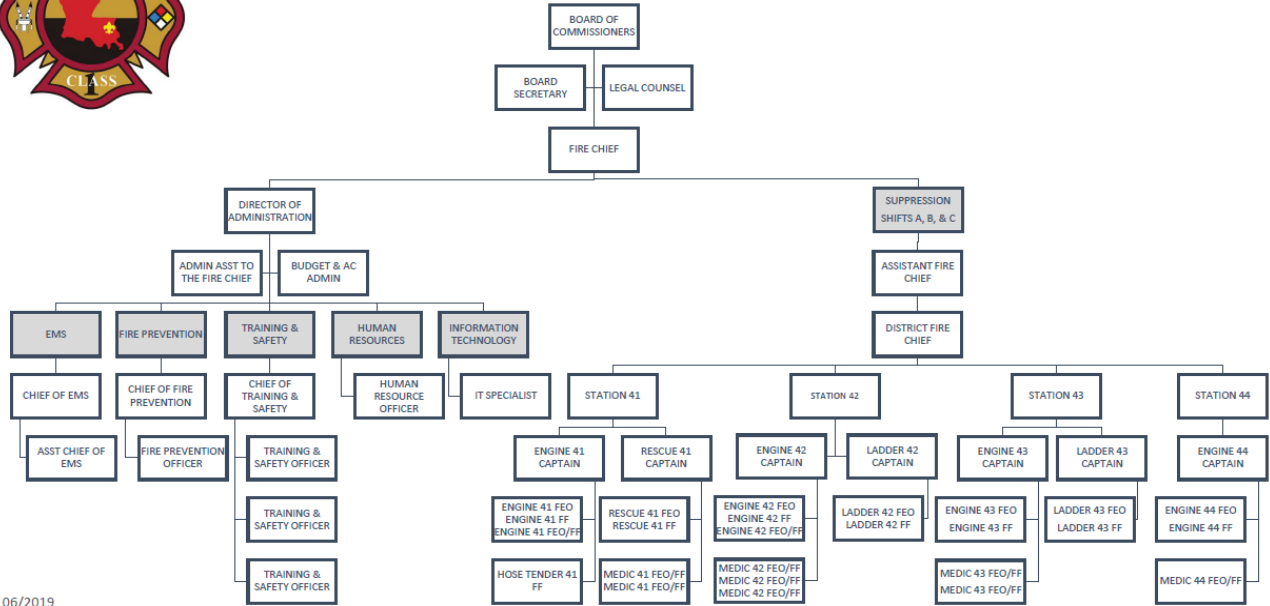


# MANDEVILLE FIRE / EMS 2019-2024 STRATEGIC PLAN

## Organizational Structure



### ST. TAMMANY PARISH FIRE PROTECTION DISTRICT NO. 4 MANDEVILLE FIRE/EMS



Rev. 06/2019

## Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A community-driven emergency service organization is one that seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure that the community remains the focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes the use of resources. The process of strategic planning can be defined as “a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why.”<sup>1</sup>

*Effective* strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process having no clear beginning and no defined end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progression and success will be measured.

<sup>1</sup> See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)



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**Community Stakeholders Work Session**

## **The Community–Driven Strategic Planning Process Outline**

1. Define the programs provided to the community.
2. Establish the community's service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization along with aspects of the organization that the community views positively.
4. Revisit the mission statement giving careful attention to the services and programs currently provided and which logically can be provided in the future.
5. Revisit the values of the organization's membership.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.



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## Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and department stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Kenneth Moore and the team of professionals that participated for their leadership and commitment to this process.

The development of this strategic plan took place in April and September 2019 beginning with meetings hosted by a representative from the CPSE for members of the community (as named in the following table). The department identified community stakeholders to ensure broad representation. The community stakeholders were comprised of some who reside or work within the Mandeville Fire / EMS' coverage area, and some who were recipients of MFE's service(s).

Mandeville Fire / EMS' Community Stakeholders			
John Ammerman	Michael W. Anderson	Rodney P. Bourg	Bruce Bundy
Babette Charbonnet	Rick Danielson	J. P. de la Houssaye	Joe DiTommaso
Aimee Dodds	Elizabeth Doran	Barry Dotson	Steven Federer
Patricia Fulkerson	Victoria Ikeda	Kelo Landry	Liza Ledet
Elizabeth Lee	Rev. Mark Lomax	Jan Lugenbuhl	Richard Mecom
Glenn Mediamolle, Jr.	Jennifer Messina	Ron Newson	Jami Ory
Lori Pausini	Cynthia Richey	Derek Rousseau	Mike Vannoy
April Wagner	Cynthia Widlitze		



Community Stakeholders Work Session





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## Community Group Findings

A key element of Mandeville Fire / EMS' organizational philosophy is having a high level of commitment to the community as well as recognizing the importance of community satisfaction. Thus, the department invited community representatives to provide feedback on services provided by the department. Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additional input revolving around community expectations and concerns were gathered and prioritized. Participants were also asked to provide positive and other concerns about the organization (see Appendix1). Specific findings of the community stakeholders are provided in the appendix of this document. The department stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization. The community stakeholders' feedback provided a process to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.



Community Stakeholders Work Session

## Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, Mandeville Fire / EMS needs to understand what the customers consider to be their priorities. With that, the community stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison. The results were as follows:

Programs	Ranking	Score
Emergency Medical Services	1	180
Fire Suppression	2	177
Technical Rescue	3	129
Hazardous Materials Mitigation	4	95
Domestic Preparedness Planning and Response	5	76
Community Risk Reduction	6	61
Fire Investigation	7	53
Public Fire and Life Safety Education	8	41

*See Appendix 1 for a complete list of the community findings including expectations, areas of concern, positive feedback, and other thoughts and comments.*



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## Department Stakeholder Group Findings

The department stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the organization’s approach to community-driven strategic planning, focusing on the department’s mission, values, core programs, and support services. Additionally, focus was given to the organization’s perceived strengths, weaknesses, opportunities, and threats. The work sessions involved participation by a stakeholder group that represented a broad cross-section of the department as named and pictured below:

Mandeville Fire / EMS Department Stakeholders			
Brendan Ball <i>Firefighter</i>	Sean Brady <i>Captain</i>	Shaun Burke <i>Firefighter</i>	Brian Collins <i>Operator</i>
Morgan Culpepper <i>Firefighter</i>	Joseph Dembrun <i>Operator</i>	Brian Diodene <i>Training and Safety Officer</i>	Dominick Donze <i>Firefighter</i>
Micah Doyle <i>Operator</i>	Gerry Ganucheau <i>Operator</i>	Kenny Goodrow <i>Captain</i>	Alex Guchereaux <i>Firefighter</i>
Stephanie Hartman <i>Operator</i>	Lori Henkemeyer <i>Captain</i>	David Howe <i>Operator</i>	Ashley Hunt <i>Operator</i>
Victoria Kinchen <i>Human Resource Officer</i>	Donald Lefevre <i>Captain</i>	Eric McCray <i>Firefighter</i>	Remy Moreau <i>Captain</i>
David Morris <i>Firefighter</i>	Keith Murray <i>Training and Safety Officer</i>	Matt Niemi <i>Operator</i>	Joshua Novoa <i>Firefighter</i>
Ryan Pierce <i>Operator</i>	Sam Rehage <i>Captain</i>	Scott Smith <i>Firefighter</i>	Sue Wild <i>Administrative Assistant to the Fire Chief</i>



Department Stakeholders



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## Mission

The purpose of the mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:





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## Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:

*A*s the men and women of Mandeville Fire/EMS, we base the foundation of our mission on the values of honesty, integrity, pride, professionalism, respect, compassion, and dedication.



The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up Mandeville Fire / EMS are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

## Programs and Services

In order to ensure a deeper focus exists in determining issues and gaps within an organization, there must be a delineation between core programs and support services. Core programs are those core deliverables provided by the department. Support services are all of the internal and external programs and services that help MFE deliver its core programs.

The importance of understanding the difference between core programs and support services is that issues and gaps may exist, and the department's strategic approach may bring forth different



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considerations for improvement. Support services may be internal or external to the organization and require understanding the different impacts their location within the analysis of strengths, weaknesses, opportunities, and threats as identified. Finally, it is important that the department stakeholders understand that in order to deliver the identified core programs, many local, state, and national services support its delivery.

Through a facilitated brainstorming session, the department stakeholders agreed upon the core programs provided to the community, as well as many of the services that support the programs. This session provided and sought understanding of the differences and the important key elements of the delineation.



**Department Stakeholders Work Session**

## **SWOT Analysis**

Through a SWOT analysis (strengths, weaknesses, opportunities, and threats), an organization candidly identifies its positive and negative attributes. The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize as well as those that pose a danger. Department stakeholders participated in this activity to record MFE's strengths and weaknesses as well as the possible opportunities and potential threats. Information gathered through this analysis provides guidance toward the larger issues and gaps that exist within the agency. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

*Appendix 2 consists of the SWOT data and analysis collected by the department stakeholders.*



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## Critical Issues and Service Gaps

Following the identification and review of the department’s SWOT, two separate groups of department stakeholders met to identify themes as primary critical issues and service gaps (found in Appendix 3). The critical issues and services gaps identified by the stakeholders provide further guidance toward the identification of the strategic initiatives, which will ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.



Department Stakeholders Work Session

## Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

Mandeville Fire / EMS’ Strategic Initiatives		
Internal Communications	External Communications	Staffing
Professional Development	Physical Resources	Technology



Department Stakeholders Work Session





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## Goals and Objectives

In order to continuously achieve the mission of Mandeville Fire / EMS, realistic goals and objectives with timelines for completion must be established. These will serve to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of the department's efforts as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established workgroups should meet and manage progress toward accomplishing these goals and objectives. Timelines may be adjusted as needed based on the environment changes. Regular reports of progress and changes should be shared with MFE's leadership.

<b>Goal 1</b>	<b>Develop and maintain a transparent and consistent method of mutual communication with our community for excellence in public service.</b>	
<b>Objective 1A</b>	<b>Identify current methods and recipients of external communications used by the department.</b>	
<b>Timeframe</b>	1 – 3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify the individuals and groups that are responsible for external communications to the community.</li> <li>• Determine the current methods by which the department disseminates information to the public.</li> <li>• Determine how the department obtains the recipient demographics.</li> <li>• Determine all relevant target audiences that should be part of the communication of information.</li> <li>• Create and present a report of detailed findings to the department leadership for further consideration and direction.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 1B</b>	<b>Determine the effectiveness of current external communications methods and their inadequacies.</b>	
<b>Timeframe</b>	3 – 6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop a survey instrument to obtain feedback from targeted recipients on communication needs and expectations.</li> <li>• Based on the compiled feedback, conduct an effective analysis to determine what modes and media work, relative to the recipient feedback and demographics.</li> <li>• Develop updated contact information for the various external stakeholders based on demographic and communication methods.</li> <li>• Create and present a report of detailed findings with recommendations to the department leadership for further consideration and direction.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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<b>Objective 1C</b>	<b>Research and design an effective practice for external communication to our community.</b>	
<b>Timeframe</b>	4 – 6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Review the survey results, report to leadership, and any other recommendations received.</li> <li>• Identify the successful external communication methods used by other organizations.</li> <li>• Evaluate and prioritize all data obtained from which to make further decisions.</li> <li>• Develop an implementation plan for the new methods.</li> <li>• Create and present a final report of the plan to the department leadership for further consideration and direction.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 1D</b>	<b>Notify fire department personnel of the proposed practices for communication and implement the new communication practices throughout our community.</b>	
<b>Timeframe</b>	1 – 3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Determine all personnel who are responsible for external communications, such as the PIO.</li> <li>• Notify all applicable employees on who is responsible for the delivery of the new external communication methods.</li> <li>• Notify all fire department personnel on the new external communication practices and methods.</li> <li>• Notify the community of the new external communication practices and methods.</li> <li>• Implement the new external communication practices and methods within community.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 1E</b>	<b>Evaluate implemented practices and revise annually or as needed.</b>	
<b>Timeframe</b>	3 – 6 months, ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Survey the targeted audiences and other identified community members to gather feedback on the new external communication practices and methods.</li> <li>• Analyze the data gathered from a demographic approach relevant to the established target audiences.</li> <li>• Create and present a report of detailed findings to the department leadership for further consideration and direction.</li> <li>• Conduct revisions as directed and monitor for results and outcomes.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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<b>Goal 2</b>	<b>Improve and maintain a clear, consistent, effective, and efficient method for internal communication to better meet the department’s mission.</b>	
<b>Objective 2A</b>	<b>Determine the current methods of internal communications used by the MFE.</b>	
<b>Timeframe</b>	1 – 3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• List all methods of internal communication currently used by MFE.</li> <li>• Define the methods of internal communication currently used by MFE.</li> <li>• Compile a comprehensive list of methods and definitions of internal communication.</li> <li>• Create and present a report of detailed findings to the department leadership for further consideration and direction.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2B</b>	<b>Prioritize messages and determine which method of internal communication should be used.</b>	
<b>Timeframe</b>	1 – 3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Categorize methods of internal communication used by MFE, i.e. formal vs. informal.</li> <li>• List the types of messages within MFE, i.e. SOP, SOG, directives, etc.</li> <li>• Categorize the content of the messages within each method of internal communication to determine appropriate methodology.</li> <li>• Compile a list of what methods are to be used when sending each type of message.</li> <li>• Create and present a report of detailed findings with recommendations to the department leadership for further consideration and direction.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2C</b>	<b>Design a system to disperse full messages and to mitigate misinformation within MFE.</b>	
<b>Timeframe</b>	6 – 9 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Research the capabilities of the current systems and software.</li> <li>• Research other systems used by like size and scope entities relative to systems and software.</li> <li>• Identify the three most effective communication systems from the data obtained from MFE and other entities.</li> <li>• Ensure interoperability of the software and hardware identified.</li> <li>• Perform a cost/benefit analysis of the three most effective communications systems.</li> <li>• Create and present a report of detailed findings with recommendations to the department leadership for further consideration and direction.</li> <li>• As directed, choose the most effective internal communication system as identified to meet the department’s needs.</li> <li>• Conduct the procurement process for the identified internal communication system.</li> <li>• Determine the format for communication methods.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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<b>Objective 2D</b>	<b>Provide training on the newly developed internal communication system for all divisions to ensure proficiency.</b>	
<b>Timeframe</b>	6 – 9 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create a train-the-trainer program for the internal communication system.</li> <li>• Launch a beta test of the system to a small group for a 60-day evaluation period.</li> <li>• Analyze the data from the beta test to determine proficiency and to determine any gaps.</li> <li>• Create a curriculum to train all employees on the new internal communication system.</li> <li>• Ensure all of the trainers are proficient in the curriculum.</li> <li>• Create a proficiency checklist for all members of the department.</li> <li>• Schedule the training for all employees through the established training system.</li> <li>• Conduct the training and solicit any feedback.</li> <li>• Conduct any follow up with employees needing additional training.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2E</b>	<b>Implement the new internal communication system.</b>	
<b>Timeframe</b>	1 – 3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Set the target date for implementation and the start of using the new internal communication system.</li> <li>• Ensure advisors are on-site to work out any challenges in the implementation.</li> <li>• Ensure uniformity of all hardware needed for the new system.</li> <li>• Conduct the implementation and monitor for any challenges.</li> <li>• Perform any minor changes as identified.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2F</b>	<b>Evaluate and revise the new internal communication system to ensure the department's goals are being met</b>	
<b>Timeframe</b>	1 year, ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Solicit feedback from all members of the department concerning the consistent flow of information by all media used.</li> <li>• Ensure the current methods are utilizing current and modern technology and all upgrades have been used.</li> <li>• Identify any challenges and gaps.</li> <li>• Create and present a report of detailed findings with recommendations to the department leadership for further consideration and direction.</li> <li>• Conduct revisions and adjustments to the system as directed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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<b>Goal 3</b>	<b>Adequately staff Mandeville Fire / EMS utilizing the available resources to fulfill the department's mission.</b>	
<b>Objective 3A</b>	<b>Identify all current staffing positions and conduct a needs analysis to determine future needs.</b>	
<b>Timeframe</b>	6 – 12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Break down department equipment and staffing requirements for each station and shift to create a baseline guide for further evaluation.</li> <li>• Conduct a review of current staffing policies.</li> <li>• Compare and contrast current staffing in relation to national standards (NFPA).</li> <li>• Analyze current staffing budgetary requirements.</li> <li>• Conduct an analysis of similar regional departments' staffing, budgets, and benefits.</li> <li>• Create and present a report of detailed findings with recommendations to the department leadership for further consideration and direction.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 3B</b>	<b>Determine a five-year plan with benchmarks for department staffing.</b>	
<b>Timeframe</b>	6 – 12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Compile statistics for the previous five years to include but not limited to:               <ul style="list-style-type: none"> <li>○ Call volume</li> <li>○ Call type</li> <li>○ Population growth</li> <li>○ Response times</li> <li>○ Employee turnover rates</li> </ul> </li> <li>• Identify the projected needs of the department based on data for staffing, funding, and equipment.</li> <li>• Identify resource opportunities and limitations.</li> <li>• Create and present a report of detailed findings with recommendations to the department leadership for further consideration and direction.</li> <li>• Create the benchmark measurements as directed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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<b>Objective 3C</b>	<b>Assess and develop a retention program for the department.</b>	
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<b>Timeframe</b>	6 – 12 months	<b>Assigned to:</b>
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- |                       |   |  |
|-----------------------|---|--|
| <b>Critical Tasks</b> | <ul style="list-style-type: none"> <li>• Conduct a causal analysis of turnover within the department and identify the core issues.</li> <li>• Conduct an analysis of costs relative to turnover.</li> <li>• Analyze the pay scale and benefits package to meet the growing cost of living demands.</li> <li>• Create and present a report of detailed findings with recommendations to the department leadership for further consideration and direction.</li> <li>• Utilize the compiled data, as directed, to define and implement a clear succession plan and recruitment plan.</li> </ul> |  |
|-----------------------|---|--|

<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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<b>Objective 3D</b>	<b>Assess and develop a recruitment program for the department.</b>	
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<b>Timeframe</b>	6 – 12 months	<b>Assigned to:</b>
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- |                       |  |  |
|-----------------------|--|--|
| <b>Critical Tasks</b> | <ul style="list-style-type: none"> <li>• Identify current recruitment processes used by the department.</li> <li>• Analyze the effect of the current recruitment processes to determine if they are meeting the needs and expectations of the department.</li> <li>• Create and present a report of detailed findings with recommendations to the department leadership for further consideration and direction.</li> <li>• As directed, create a recruitment plan focusing on but not limited to:               <ul style="list-style-type: none"> <li>○ Two-week camp</li> <li>○ Job far</li> <li>○ Speaking engagements</li> </ul> </li> <li>• Develop a competitively structured recruit class.</li> <li>• Develop ways to reduce time gaps in the hiring process.</li> <li>• Evaluate the need for a recruiter.</li> <li>• Review the costs of implementation.</li> <li>• Create and present a report of detailed findings with recommendations to the department leadership for further consideration and direction.</li> <li>• As directed, create and utilize a hiring committee.</li> </ul> |  |
|-----------------------|--|--|

<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
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# MANDEVILLE FIRE / EMS 2019-2024 STRATEGIC PLAN

<b>Objective 3E</b>	<b>Prepare a staffing plan for the department to meet its mission.</b>	
<b>Timeframe</b>	12 – 24 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Determine the projected costs of equipment, personnel, and resources.</li> <li>• Identify measurable benchmarks to meet the department and community needs and growth.</li> <li>• Identify additional revenue sources.</li> <li>• Review and revise departmental policies on staffing, division of labor, and administrative restructuring.</li> <li>• Create and present a comprehensive staffing report of detailed findings with recommendations to the department leadership for further consideration and direction.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 3F</b>	<b>Implement the proposed comprehensive staffing plan (staffing, retention, and recruitment), along with relevant costs, to meet the projected department and community needs.</b>	
<b>Timeframe</b>	24 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Obtain approval to proceed from the Fire Chief and the Board of Commissioners.</li> <li>• Present the plans to external and internal stakeholders.</li> <li>• Review and revise any possible changes.</li> <li>• Conduct the implementation of the comprehensive staffing plan.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 3G</b>	<b>Assess and re-evaluate the implemented plan, include the specific components, to ensure effectiveness.</b>	
<b>Timeframe</b>	1 year, ongoing annually	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Re-evaluate the staffing plan and the benchmarks currently in place.</li> <li>• Create and present a report of detailed findings with recommendations to the department leadership for further consideration and direction.</li> <li>• Adjust the current plan based on success and failures over the time period as directed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



# MANDEVILLE FIRE / EMS

## 2019-2024 STRATEGIC PLAN

<b>Goal 4</b>	<b>Develop, implement, and uphold a concise professional development model by establishing benchmarks that will meet the needs of Mandeville Fire / EMS and the community we serve.</b>	
<b>Objective 4A</b>	<b>Identify the current professional development model used by the department.</b>	
<b>Timeframe</b>	1 – 3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Gather the current civil service job descriptions, current professional development model, NFPA standards, JPRs, and department policies.</li> <li>Compile the data and information and organize it in order of rank and position.</li> <li>Create a diverse evaluation committee.</li> <li>Create and present a report of detailed findings with recommendations to the department leadership for further consideration and direction.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 4B</b>	<b>Conduct a needs analysis to meet the current needs of the department and the community.</b>	
<b>Timeframe</b>	4 – 6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Compile internal data from Emergency Reporting software concerning types and frequency of emergency responses.</li> <li>Complete external data form external stakeholders concerning community needs.</li> <li>Clearly define all roles and responsibilities of each rank or position and the required education for each.</li> <li>Analyze the current on-the-job training procedures and mentorship processes.</li> <li>Identify special operations, such as paramedic, HazMat, and technical rescue and the needed detail for the professional development model.</li> <li>Create and present a report of detailed findings with recommendations to the department leadership for further consideration and direction.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 4C</b>	<b>Update the professional development model according to the results of needs and analysis, as directed.</b>	
<b>Timeframe</b>	2 – 4 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Incorporate specific roles and responsibilities for each rank or position to the professional development model.</li> <li>Establish an appropriate order of progression through the model, including mandatory benchmarks versus optional benchmarks.</li> <li>Create and present a report of detailed findings with recommendations to the department leadership for further consideration and direction.</li> <li>Modify the professional development model.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



# MANDEVILLE FIRE / EMS 2019-2024 STRATEGIC PLAN

<b>Objective 4D</b>	<b>Establish a new mentoring program for the department.</b>	
<b>Timeframe</b>	6 – 12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Determine the need for a mentoring program.</li> <li>• Define the roles and responsibilities of mentors based on rank and/or specialty.</li> <li>• Determine how and when each employee will be involved in the mentoring program.</li> <li>• Develop objectives with documentation of training, skills-check, and formal evaluation.</li> <li>• Create and present a report of detailed findings with recommendations to the department leadership for further consideration and direction.</li> <li>• Incorporate the mentoring program into the professional development model.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 4E</b>	<b>Implement the new professional development model within the department.</b>	
<b>Timeframe</b>	3 – 6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Distribute the entire professional development model with education on the new model to all employees.</li> <li>• Conduct a question and answer opportunity for greater understanding.</li> <li>• Train mentors to include documentation, skills-checks, and formal evaluation processes involved in the mentor program.</li> <li>• Assign mentors as needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 4F</b>	<b>Uphold the professional development model</b>	
<b>Timeframe</b>	Ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Ensure all job performance requirements per rank and position are successfully completed during the employee’s probationary period.</li> <li>• Ensure mentors and mentees submit form evaluations and documentation to the appropriate supervisors.</li> <li>• Ensure supervisor compliance with professional development to include a yearly evaluation process form and professional development model progression.</li> <li>• Track all progress accordingly.</li> <li>• Create and present a report of detailed findings with recommendations to the department leadership for further consideration and direction.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





# MANDEVILLE FIRE / EMS 2019-2024 STRATEGIC PLAN

<b>Goal 5</b>	<b>Ensure the Mandeville Fire / EMS maintains appropriate information systems that meet the current and future needs of the department.</b>	
<b>Objective 5A</b>	<b>Identify and evaluate current systems that support our current day-to-day operations.</b>	
<b>Timeframe</b>	4 – 6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create an information evaluation committee.</li> <li>• Obtain an inventory of all current technology used in information systems.</li> <li>• Conduct an assessment of the current technology for relevance, applicability, and usability by the department.</li> <li>• List any identified deficiencies from the assessment.</li> <li>• Create and present a report of detailed findings with recommendations to the department leadership for further consideration and direction.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 5B</b>	<b>Identify external options that have the potential to improve upon the department’s current systems.</b>	
<b>Timeframe</b>	6 – 12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Research sources for systems that have been identified as deficiencies.</li> <li>• Complete a comparative analysis from the current system to previously identified systems.</li> <li>• Create and present a report of detailed findings with recommendations to the department leadership for further consideration and direction.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 5C</b>	<b>Develop a technology plan that exceeds the department’s current needs to ensure a better tomorrow.</b>	
<b>Timeframe</b>	6 – 12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Determine replacement schedules for individual systems.</li> <li>• Determine the best option between lease versus purchase.</li> <li>• Ensure interoperability between hardware and software.</li> <li>• Create and present a report of detailed findings with recommendations to the department leadership for further consideration and direction.</li> <li>• Review and update policies relevant to the systems use and training.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



# MANDEVILLE FIRE / EMS 2019-2024 STRATEGIC PLAN

<b>Objective 5D</b>	<b>Review the available budget and research available alternative funding if needed.</b>	
<b>Timeframe</b>	9 – 12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Complete a cost/benefit analysis of maintaining or replacing the current information systems.</li> <li>• Seek external funding if available.</li> <li>• Ensure systems fit the department’s budget.</li> <li>• Create and present a report of detailed findings with recommendations to the department leadership for further consideration and direction.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 5E</b>	<b>Create and send the plan to the department administration for consideration and purchase.</b>	
<b>Timeframe</b>	18 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Compile data for an information systems plan.</li> <li>• Develop a comprehensive information systems plan.</li> <li>• Create and present a report of detailed findings with recommendations to the department leadership for further consideration and direction.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 5F</b>	<b>Train and implement the improved information systems as approved.</b>	
<b>Timeframe</b>	18 months, ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop a training program for the new information systems if needed.</li> <li>• Ensure all employees are trained.</li> <li>• Provide for any additional training as identified.</li> <li>• Establish comparative benchmarks to ensure effective training is in place.</li> <li>• Set target date for information.</li> <li>• Implement the new information systems plan and systems and monitor for outcomes.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



# MANDEVILLE FIRE / EMS 2019-2024 STRATEGIC PLAN

<b>Goal 6</b>	Develop and maintain a comprehensive rotation plan for apparatus and equipment, as well as facility development and renovations to meet the needs of the community.	
<b>Objective 6A</b>	Identify and review current documents associated with procurement, rotation, and maintenance of apparatus and equipment.	
<b>Timeframe</b>	1 – 3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Gather all necessary documents associated with procurement, rotation, and maintenance of apparatus and equipment.</li> <li>• Review the current documents and identify pros, cons, and other issues that are evident.</li> <li>• Complete an inventory of all apparatus and equipment.</li> <li>• Assess the needs based on the condition of apparatus and equipment.</li> <li>• Create and present a report of detailed findings with recommendations to the department leadership for further consideration and direction.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 6B</b>	Identify the physical conditions status of stations and facilities and the processes used to maintain them.	
<b>Timeframe</b>	1 – 3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Gather information based on the current data available on all stations and facilities.</li> <li>• Review the current information to determine if any issues are evident.</li> <li>• Assess the needs based on the condition of all stations and facilities.</li> <li>• Create and present a report of detailed findings with recommendations to the department leadership for further consideration and direction.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 6C</b>	Create a design, procurement, and maintenance program for the department’s physical resources.	
<b>Timeframe</b>	6 – 9 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Review information gathered and research options for a design, procurement, and maintenance program.</li> <li>• Prioritize options regarding the new program.</li> <li>• Adjust current documents if necessary, to include the new program.</li> <li>• Send to appropriate personnel (chain-of-command) for budget consideration and final approval.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





# MANDEVILLE FIRE / EMS 2019-2024 STRATEGIC PLAN

<b>Objective 6D</b>	<b>Institutionalize the newly designed program into the organization’s management system.</b>	
<b>Timeframe</b>	12 – 24 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Conduct a cost analysis of the elements of the program.</li> <li>• Prioritize all parts of the plan to be instituted.</li> <li>• Create and present a report of detailed findings with recommendations to the department leadership for further consideration and direction.</li> <li>• Create a physical resource committee to advise on the implementation of the program.</li> <li>• Implement the plan and monitor for desired outcomes.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 6E</b>	<b>Determine and create an evaluation system to comprehensively assess the department’s physical resources.</b>	
<b>Timeframe</b>	6 months, ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Determine the evaluative approach to be used for each of the program areas – stations, apparatus, and equipment.</li> <li>• Evaluate the systems in use that collect and analyze data associated with the program.</li> <li>• Gather/modify systems to collect the appropriate data.</li> <li>• Compile and analyze the data to track efficiencies of the program.</li> <li>• Complete a revision and recommendation plan on the analyzed data.</li> <li>• Create and present a report of detailed findings with recommendations to the department leadership for further consideration and direction.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



# MANDEVILLE FIRE / EMS 2019-2024 STRATEGIC PLAN

## Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the department's global vision but rather, to confirm the futurity of the work that was designed by the department stakeholders. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

**“Vision is knowing who you are, where you’re going, and what will guide your journey”**

Ken Blanchard

**Mandeville Fire / EMS’ 2024 Vision** is to be widely known as a mission-focused organization that protects our community from all hazards and life emergencies through excellence in public service. We will always personify our foundational values of honesty, integrity, pride, professionalism, respect, compassion, and dedication. This vision, our true futurity, will only become reality by striving to accomplish our goals. **We will become this future by...**

**Making** clear our emphasis on a quality return for those who work, live, and play within our community. Our external communication initiative will bring us closer and provide a greater level of transparency and understanding that support our existence and our mission. Through improved internal communication efforts, we will realize greater proficiency and consistency in our operation. The management of our physical resources and drive for the use of applicable technology will provide us a more effective outcome for the betterment of all within our coverage area.

**Focusing** on our greatest resource, our members, we will ensure a workforce is in place that successfully meets our calling of providing quality services in all that we may encounter. Our staffing initiative will endeavor to guarantee we have the human resources to meet all challenges now and, in the future, while keeping efficiency in mind. With an emphasis on their professional development, we will make certain that quality performance and longevity is ever-present providing sustainability and growth. Together, these virtues will be realized for all who hold a stake in the sustained success of the department.

**Embracing** our history while pursuing change, excellence, and continuous improvement through our attainment of international accreditation will prove our dedication to the community and ourselves. In unity, we commit to service, living for our future, and being the best of the best in all that we do while striving to bring this vision to reality.



# MANDEVILLE FIRE / EMS 2019-2024 STRATEGIC PLAN

## Performance Measurement

To assess and ensure that the department is delivering on the promises made in their strategic plan, performance measures must be determined to which members are accountable. As output measurement can be challenging, the department must focus on the assessment of progress toward achieving improved output. The department must be further prepared to revisit and revise goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

- If you don't measure the results of your plan, you can't tell success from failure.
- If you can't see success, you can't reward it.
- If you can't reward success, you're probably rewarding failure.
- If you can't see success, you can't learn from it.
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results, you can win public support.

Reinventing Government

David Osborn and Ted Gaebler

A “family of measures” typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** – Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome** - Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the “why” of providing a service.

## The Success of the Strategic Plan

The department has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in the development of this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon the implementation of goals and their related objectives, but from support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify department and community stakeholders. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.<sup>2</sup>

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<sup>2</sup> Matthews (2005). *Strategic Planning and Management for Library Managers*





# MANDEVILLE FIRE / EMS 2019-2024 STRATEGIC PLAN

## Glossary of Terms, Acronyms, and Initialisms

<b>Accreditation</b>	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
<b>ALS</b>	Advanced Life Support
<b>CDP</b>	Center for Domestic Preparedness
<b>CFAI</b>	Commission on Fire Accreditation International
<b>CPSE</b>	Center for Public Safety Excellence
<b>Customer(s)</b>	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
<b>DNA</b>	Deoxyribonucleic Acid
<b>Efficiency</b>	A performance indication where inputs are measured per unit of output (or vice versa).
<b>EMS</b>	Emergency Medical Services
<b>EMT</b>	Emergency Medical Technician
<b>Environment</b>	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
<b>FD4</b>	St. Tammany Fire Protection District #4 (Mandeville Fire / EMS)
<b>FESHI</b>	Fire and Emergency Services Higher Education
<b>HazMat</b>	Hazardous Materials
<b>HOA</b>	Homeowners' Association
<b>ICU</b>	Intensive Care Unit
<b>Input</b>	A performance indication where the value of resources is used to produce an output.
<b>IT</b>	Information Technology
<b>JPR</b>	Job Performance Requirement
<b>LERN</b>	Louisiana Emergency Response Network
<b>Mission</b>	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
<b>MFE</b>	Mandeville Fire/EMS
<b>NFA</b>	National Fire Academy



# MANDEVILLE FIRE / EMS 2019-2024 STRATEGIC PLAN

<b>NFPA</b>	National Fire Protection Association
<b>Outcome</b>	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
<b>Output</b>	A performance indication where quality or number of units produced is identified.
<b>PIAL</b>	Property Insurance Association of Louisiana
<b>PIO</b>	Public Information Officer
<b>SOG</b>	Standard Operating Guideline
<b>SOP</b>	Standard Operating Procedure
<b>Stakeholder</b>	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs or has an interest in or expectation of the organization.
<b>Strategic Goal</b>	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move forward.
<b>Strategic Objective</b>	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
<b>Strategic Plan</b>	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
<b>Strategic Planning</b>	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.
<b>Strategy</b>	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats.
<b>Vision</b>	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.



# MANDEVILLE FIRE / EMS 2019-2024 STRATEGIC PLAN

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# MANDEVILLE FIRE / EMS 2019-2024 STRATEGIC PLAN

## Appendix 1

### Community Expectations

Understanding what the community expects of its fire service organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs.

Respondents were asked to list, in priority order, up to five subjects relative to the expectations they have for Mandeville Fire / EMS. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectation responses of the community stakeholders:

#### Community Expectations of the Mandeville Fire / EMS (in priority order)

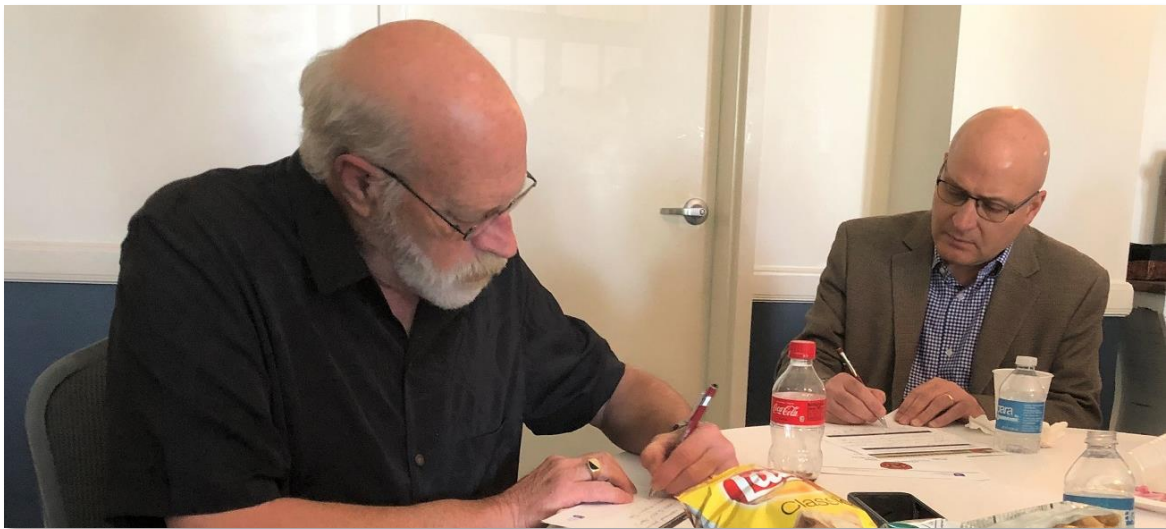
1. Be there when needed - fast. Be available when I need them and to arrive quickly. Arrive at scene within reasonable time frame, after 911 call. Ability to respond within a set standard. (114)
2. All fire department personnel will be well trained, always prepared. I expect them to be well trained and ready for any emergency. Technical expertise. (74)
3. Fire department will have and maintain the best equipment needed. Proper tools and equipment. State of the art equipment. Age of equipment. (31)
4. Fire department personnel will be visible, message shared with the public. I expect them to engage with the community by attending events. Community outreach. Active in the community. Continue community involvement - perhaps more with children. (27)
5. Compassionate staff serving the community. High degree of concern and care. Friendly demeanor when assisting. (24)
6. I expect professionalism in whatever situation arises. Professional responders. (22)
7. Extinguish fires. To save lives and property. Reduce harm to people and property damage. Effectively/efficiently protect life/property. (17)
8. Proactive inspections to mitigate hazards. Precautionary inspections. Schedule fire drills with management twice a year. (16)
9. Educating the public. Community awareness of fire prevention what to do in case of a fire. (14)





# MANDEVILLE FIRE / EMS 2019-2024 STRATEGIC PLAN

10. Provide EMT services. EMS service. High-quality EMS care. (13)
11. Accountability to the public. (10)
12. Enough fire/EMS stations. Number of stations in relation to coverage area. Location / availability. Coverage. (10)
13. To be mission ready. Service overall. (10)
14. Fire department management will properly & effectively manage my tax dollars - stay within budget. To be good stewards of taxpayer money. (7)
15. Funding - not enough. Funding enough fire stations to respond to the needs of the community. (6)
16. Positive attitude. (5)
17. Proper staffing. Sufficient staff to meet the needs/emergency calls. (4)
18. Monitoring of safety procedures and protocol. Safety equipment. (4)
19. Proper assessment of emergency. (3)
20. Drive safely through local traffic and arrive in a timely manner to the destination. (3)
21. Current technology in industry. (3)
22. I expect them to continuously strive for excellence. (2)
23. That they remain calm in an emergency. (2)
24. Efficient with resources. (2)
25. HazMat prepared for large/small scale events. (2)
26. Experience. (1)
27. Proper facilities for resources. (1)



**Community Stakeholders Work Session**



# MANDEVILLE FIRE / EMS 2019-2024 STRATEGIC PLAN

## Areas of Community Concern

The planning process would be incomplete without an expression from the community stakeholders regarding concerns about the organization. Some areas of concern may, in fact, be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about (or for) the department. Responses were then analyzed for themes and subsequently weighted. The weighting of the prioritized concerns were as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community stakeholders prioritized and weighted accordingly:

### Areas of Community Concern about the Mandeville Fire / EMS (in priority order)

1. Growth of our area will be too much for the fire department to keep up with, manage and prepare for. Meet the needs of a growing community. Growing population will bring up response times and increases loss of life or property. (44)
2. Lack of funding. Funding for EMS activity. Adequate funding. Sufficient funding for growth. (36)
3. I'm concerned how the department will continue to serve with excellence without new fire houses. Not having up to date resources or buildings to provide the department with what they need. Location of stations. (20)
4. Very concerned about availability when needed because mine is the busiest firehouse. Stretched too thin concerning response times in certain areas. That every apparatus will be out on calls in an emergency. (19)
5. Public will not support the fire department so they can do their job - support of millage. Political and financial support from local government and community. Political pressure. (19)
6. Too much equipment rolling on a call. Better use of personnel and equipment. Too many people on a scene - 15 people for broken leg. (17)
7. Educating community in all services provided. Misinformation that the public perceived as the truth. Better educate the community of all services you perform. (13)



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8. Concerned about response times, especially during peak traffic hours. Current infrastructure allows for quick enough response times. Coverage and response times. (13)
9. Needs to communicate between their staff. Communication within department regarding changes or updates to entrance codes. (11)
10. That they will wear out quickly because of the amount of calls they run. Overworked and under resourced. (9)
11. Not enough fire/EMT personnel. Stations properly staffed. (9)
12. Equipment not being current. Better equipment for employees. Equipment upgrades. (9)
13. Retention of resources. Retention of experienced personnel. (8)
14. Compensation doesn't seem what it should be - too low. Pay increases to assist in retention. (7)
15. The request for a parcel fee is an example of poor planning and could have been handled via millage roll ups in advance. (5)
16. Job descriptions current for positions. (5)
17. Leaving patients in independent setting because of refusal to transport to the hospital. (5)
18. Alignment with other fire districts in St. Tammany. (5)
19. Prioritization of EMS. (5)
20. Do not play into politics of LERN routing of EMS patients. (5)
21. All members of department are aware of the mission and values of the organization. (5)
22. Expensive equipment that is there for just in case moment but is not used frequently if ever. (4)
23. Fire department will not be able to recruit new firefighters- the best, because of money or leadership. Recruitment of qualified personnel. (4)
24. Outdated technology. (4)
25. The application timeline for a candidate seems excessive. (4)
26. Consider the best person for the job versus who has been there the longest. (4)
27. No parcel fee, especially to 100% disabled vets and line of duty deaths. (4)
28. Possibility of charges for false alarms. (4)
29. Response is representative of the DNA of leadership. (4)
30. Poor senior leadership will impact training. (3)
31. Lack of female personnel. (3)
32. Fire drills planned annually w/management due to high turnover of residents. (3)
33. All requests made by stakeholders are given consideration. (3)



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34. Is the state/St. Tammany providing adequate support for education. (2)
35. Insurance rates. Insurance rate savings when able. (2)
36. HazMat preparedness. (1)



Community Stakeholders Work Session

## Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

### Positive Community Comments about the Mandeville Fire / EMS (verbatim, in no particular order)

- Strong EMS focus/hospital involvement.
- Stays out of LERN politics.
- New/modern EMS equipment and protocols.
- Focused on training as a priority.
- Response times.
- Personnel.
- Equipment.
- Training.
- Community presence.
- Courteous personnel.
- Consistent training.





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- Good outreach to the community.
- Prominent locations.
- The citizens fire academy was a huge hit.
- Professionalism – department members have always been professional when responding to alarms.
- Courteous – department members have always been courteous when responding in the middle of the night.
- Response times have always been good/reasonable.
- Doing a great job with limited resources.
- Reflecting their professional training.
- Active in the community on social media, with the people and children in the community.
- The department is clearly striving to continuously improve as seen by seeking this accreditation.
- Appear well organized and professional.
- Trained firefighters.
- Equipment up to date and taken care of.
- The citizens firefighter experience.
- Strategic planning initiative and concern for community input demonstrates a commitment to the people served by District 4, a willingness to listen, and a vision for improvement.
- Always calm, despite irrationality of patient/resident.
- Willing to work with management to provide supportive paperwork to document problems properly.
- Provide transport blankets for multi-level building to bring residents to 1st floor.
- Mandeville Fire / EMS has had numerous meetings with management staff on salary planning.
- Mandeville Fire / EMS provided the transport bars for all stairways of our building.
- Always meets the needs of our residents.
- Responds and arrives quickly.
- Works well with management.
- Professionalism by firefighters.
- Fire stations are professional in appearance.
- When asked to volunteer at local events, they seem to accommodate if scheduling/staffing permits.
- Excellent leadership by Chief Moore; care, compassion, passion, mission, vision, values, equitable, concern.



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- All of my interactions with them have been very positive.
- They are looking to improve as an organization.
- They are visible in the community, at events, etc.
- Excellent and courteous staff.
- MFE citizens academy program.
- Engagement in community.
- Healthy, trained staff (i.e., fire/EMT/paramedic).
- Chief Moore.
- Ongoing training.
- Community involvement.
- Response times.
- Transparency.
- Community involvement – have seen fire officials at local events.
- Trucks always look clean.
- Do not hear of many fires in the area = doing their job.
- Visibility of personnel training outside by Trace.
- Positive leadership and role models.
- Professional courteous people.
- Quick response when called.
- Inspections of our school and church.
- Good community relations.
- Well maintained equipment.
- They are very well trained.
- They are professional on calls.
- They value their jobs and it shows.
- They stay calm in an emergency situation.
- They are great in public gatherings.
- Very highly trained.
- Truck/ambulance together, I know there is a lot of questioning from the community on this but it is important.



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- Transparent.
- Forward-thinking, trying to plan for the future of our community.
- Quality personnel, low drama, no scandals.
- I believe that my expectations are being met.
- Their attention to detail and the service they provide.
- Community involvement.
- Being a Class 1 fire department.
- Fire District 4 seems to be very responsive; I can't remember the last time a property burned to the ground.
- Fire District 4 seems to be very well trained.
- Good image within the community, good jobs, well trained, off duty guys, etc.
- Extinguishes fires in excellent time.
- EMTs are available when necessary.
- HazMat trained and are prepared for a variety of dangerous rescue situations.
- Good response time.
- Dedicated personnel.
- Seeking accreditation.
- Seeking community feedback.
- Striving for continuous improvement.
- Diversity of services offered.
- Strong leadership.
- We have a very well-trained fire department!
- I love that our chief continues to strive for excellence.
- I love the fun things they do in the community, my boys love being junior firefighters.
- I love the professionalism of our firefighters, never had a bad experience.
- Loved the citizens fire academy.
- Our fire department are incredible professionals – caring, concerned, well trained.
- I like the increased presence and visibility of the fire department – social media, community events.
- I feel good that if I need help, they will be there and will do everything possible to protect lives and property.



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- From what I know, it looks like our fire department has great equipment and supplies needed to do their jobs.
- Excellent training and knowledge.
- Professional.
- Community outreach.
- They care.
- They don't give up.
- We have a wonderful EMS/fire department that really want to do a good job.
- When we have had minor issues and called the appropriate staff they immediately looked into the matter and they find resolution.
- They offered training with our retirement community and are proactive about fire safety with our team. They genuinely care!!
- My local department does a great job of educating the children at local schools.
- They actively work with the city with community events.
- On-site response has always been quick and professional.
- Squad members have worked and shown respect to those in care.
- Communication of response to every situation has been direct and clear.
- Level of professionalism has always been to the highest standards.

## Other Thoughts and Comments

The community was asked to share any other comments they had about the department or its services. The following written comments were received:

### Other Community Comments about the Mandeville Fire / EMS (verbatim, in no particular order)

- Can MFE do more to raise funds to support community growth.
- People moving into Fire District 4 wanting core residents to pay more, should be an impact fee for each new subdivision created outside of core area of fire stations.
- The public needs to be better educated as to what it takes to run the department, and why it costs so much.
- Do not seem to have the general support of the community.
- Proud of the chief and department for their efforts to improve where they can.
- Go for a higher millage otherwise do with what you have.





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- Our elderly residents enjoy the friendliness of fire and EMS personnel.
- Rouquette Lodge residents appreciate that all Mandeville Fire / EMS are kind and compassionate.
- Mandeville Fire / EMS are very professional in their duties.
- Host a firefighter day at the state park – community invited to show respect to our first responders. This shows value and appreciation to the job of our firefighters. (Should ask for donations so there is no cost to the city).
- Encourage community involvement (volunteering) from firefighters.
- I placed a 911 call two years ago – time of response was good, and the staff was very compassionate and knowledgeable,
- Further promote the “camp” (for adults – the 6-week program I just learned about) to foster greater knowledge and appreciation of the fire/EMS.
- Does the community know of all the services MFE provides?
- Does the community know how MFE is funded?
- Managing diversity.
- Whenever our church has called EMS, was quick to respond.
- I am proud of Fire District 4 and I feel safe knowing highly trained personnel will respond to an emergency. Thank you for all of your hard work and allowing us to give input.
- Thank all of you for providing such an excellent service and even though you have reached the best class rating, you are still striving to do better for us!
- Enjoyed the citizens fire academy and learned much. Please continue to offer, as it was a good combination of lecture, discussion, question and answer, and hand on.
- More community ambassadors for technical and social improvement.
- I am wondering what the next step is since the parcel fee did not pass.
- I would love to see a Junior Firefighter Program in Fire District 4.
- On March 31, 2017, Fire District 4 responded to my home. I had died from a heart attack. The crew did not give up on me. After 30 minutes of CPR and 5 times being shocked with paddles, they got a pulse, stabilized me, and transported me to the hospital. Not only did they save me, but after nine days in ICU, the team came to see me in the hospital.
- I am proud to have a fire department and EMS service that truly wants to serve our community. I feel so blessed to have that working relationship with them. They are great at what they do for us!



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## Appendix 2

### Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community, and that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the department stakeholders identified the department's strengths as follows:

Strengths of Mandeville Fire/EMS	
Social media involvement	Commitment to serve
Education/training - continuing education, and outside training, education pyramid, props, classrooms, tower	Public education – summer safety, citizen's academy, puppet shows, updated social media, EMS – response times/treatment, personnel
EMS provided to a higher standard	Public interaction
Some educated employees	Employee camaraderie
Resourceful and adaptable to challenges	Latest and greatest fire equipment
Relationship with other public entities	Number of personnel on scene
Equipment – rescue, HazMat (updated), new air packs	Commitment and dedication of suppression personnel
PIAL rating	Professionalism and compassion
Good public perception	Youthful department – age
Progressive department	New leadership has direction
Planning for the future	Progression toward unified equipment
Open-door policy – listening to all ranks	Training leave
Pension system and social security	Professional, paid department
Providing multiple emergency services	Ability to provide full ALS services
Response times – meeting NFPA 1710 times often	



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### Weaknesses

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the department stakeholders as weaknesses:

Weaknesses of Mandeville Fire/EMS	
Communication – vantage point – vertically and between shifts	Skepticism – lack of faith in administration due to past actions that have now become norms
Finances – the budget limitations creating at work hardships – new stations, cost of living raises, inability to take vacations	Shift inconsistencies – training opportunities, leadership, discipline (favoritism) – example: lack of new badges and patches for all employees
Station placement and rescue at 41, should be at 43 (and stop self-dispatching) – area availabilities	Broad-spectrum of outdated policies – over 800 pages for that and directives – inconsistencies
Employee retention creating a shortage forcing the department to hold over and force firefighter/medics to ride the med unit	No system to assign personnel to stations, shifts, units – division of workload
Communication throughout – top to bottom	Leadership – officer training, micro-manage
Discipline – inconsistent, progressive	Policies – disorganized directives
Minimum staffing	Maintenance of fleet and equipment
Sick leave abuse	Not recognizing employee strengths
Paying for insurance – spouses’ insurance	Lack of uniform discipline
No formality or consistency across all three shifts	Consistency and comprehension of company training
Morale – EMS causing 90% of our issues – dispatch causing our department more hassles than necessary – officers lacking leadership abilities – lack of administrative discipline and accountability including email correspondence	



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## Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The department stakeholders identified the following potential opportunities:

Opportunities for Mandeville Fire/EMS	
External training and classes – Target Solutions, NFA, CDP, fire convention, colleges, etc.	Various modes of community involvement via social media, events, public education, etc.
Additional funding – grants, donations, etc.	Explore tax-exempt status of business within FD4
Reaching out to HOAs and subdivisions – go to them	Possibility of additional funding via parcel fee
Recruitment through high schools, job fairs, internship	Leveraging mechanic shop to make extra funds
Improving our services by integrating technology	To become the most desirable department
Making Chief Moore the first-ever chief who has two accredited departments and Class 1	More special response teams – ex. dive team
	Build a properly designed fire station
Relations with neighboring agencies for further education and interoperability – state troopers and other fire districts	More “camp” / citizen academies
	Grow as a department to coincide with the parish
Updating the EMS software system with an outside vendor	To create transparency within the community
Training – tower, expand outside education, EMS recertification classes from outside persons	Rent classroom for outside instruction and tower usage charge
Recruitment – high school, ride-alongs	Retirement apartments – fall prevention





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## Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the department stakeholders were as follows:

Potential Threats to Mandeville Fire/EMS	
Public perception of FD4 – negative political agendas	Consolidation of fire services
Privatization of services	Funding of FD4
Technological expenses	Increased call volume
Diversity of services – HazMat, technical rescue, water rescue, EMS, etc.	City infrastructure – increasing construction, response delays
Increase of tax-exempt companies – increased impact	Legal ramifications – ambulance lawsuits
People’s belief we are part of St. Tammany’s government	Mass spread of misinformation through modern technology – social media, news, etc.
Lack of public education on their expectation vs. reality	
Obligations to other local public agencies	Vendor shortages – medical supplies, etc.
Natural disasters potentially to increase our population or taxing our equipment	Raising cost due to inflation – vehicle costs, insurance costs
Service demand outpacing infrastructure	Antagonistic political/special interest groups
Lack of cooperation from water companies	Aging population – response impact
Misuse of funds available – public opinions	Fire suppression rating schedule
Framework of the governing authority	Weather – flooding, heat
I-12 HazMat	Health insurance company – EMS billing
I-12 corridor, causeway bridge – traffic and Highway 22	Hidden fees – online procurement



# MANDEVILLE FIRE / EMS 2019-2024 STRATEGIC PLAN

## Appendix 3

The following information is the raw data comprised of the deliberation results from the two workgroups. The information in each table is linked to a strategic initiative that the overall group, by consensus, determined was something that the department should pursue for change and continuous improvement.

### Critical and Service Gap Issues Identified by the Department Stakeholders

Initiative Link	Group 1	Group 2
<b>External Communications</b>	<b>External Communication</b> <ul style="list-style-type: none"> <li>○ Transparency with external stakeholders</li> <li>○ Services</li> <li>○ Water companies</li> <li>○ Commitment with other local government agencies</li> <li>○ Methods</li> <li>○ External funding opportunities</li> </ul>	<b>Community Relations</b> <ul style="list-style-type: none"> <li>○ Improving risk reduction education</li> <li>○ Increased transparency – relevant information</li> <li>○ Community ambassadors</li> <li>○ Justification of need</li> </ul>

Initiative Link	Group 1	Group 2
<b>Internal Communications</b>	<b>Internal Communication</b> <ul style="list-style-type: none"> <li>○ Consistency of message – top-down, down-top, rank, shift</li> <li>○ Timely</li> <li>○ Clarity</li> <li>○ Prioritize content</li> <li>○ Methods of communication</li> </ul>	<b>Communication</b> <ul style="list-style-type: none"> <li>○ Inconsistency – interpretation</li> <li>○ Training</li> <li>○ Telephone game</li> <li>○ Vantage Point</li> <li>○ Explanation</li> <li>○ Information sharing – newsletter</li> </ul> <b>Policies</b> <ul style="list-style-type: none"> <li>○ Excess volume</li> <li>○ Outdated policies</li> <li>○ Policy (discipline) vs. guidelines (coach)</li> <li>○ Directive vs. protocols</li> <li>○ Email vs. face-to-face</li> <li>○ Lack of employee input</li> <li>○ Lack of clarification</li> </ul>



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Initiative Link	Group 1	Group 2
<b>Staffing</b>	<b>Staffing</b> <ul style="list-style-type: none"> <li>○ Budget</li> <li>○ Utilization</li> <li>○ Workload distribution</li> <li>○ Holdover policy</li> <li>○ Minimum staffing</li> <li>○ Sick leave/leave</li> <li>○ Specialized apparatus/training</li> <li>○ Rotations</li> </ul> <b>Retention</b> <ul style="list-style-type: none"> <li>○ Mandatory holdovers</li> <li>○ Loss of benefits</li> <li>○ Leadership</li> <li>○ Workload distribution</li> <li>○ Cost of living raise</li> <li>○ Competitive wage</li> <li>○ Paramedic contract</li> </ul>	<b>Staffing</b> <ul style="list-style-type: none"> <li>○ Increasing administrative staff, decreasing suppression staff</li> <li>○ Increasing staffing requirements</li> <li>○ Employee retention</li> <li>○ Holdover</li> <li>○ Division of labor/station assignments</li> <li>○ Lack of planning</li> </ul>

Initiative Link	Group 1	Group 2
<b>Professional Development</b>	<b>Leadership</b> <ul style="list-style-type: none"> <li>○ Development</li> <li>○ Accountability</li> <li>○ Inconsistency</li> <li>○ Professionalism</li> <li>○ Respect</li> </ul>	<b>Leadership</b> <ul style="list-style-type: none"> <li>○ Lack of leadership development training</li> <li>○ Lack of accountability</li> <li>○ Shift inconsistencies</li> <li>○ Mentoring/development</li> <li>○ Lack of planning – overtime</li> <li>○ Retaliation</li> </ul>

Initiative Link	Group 1	Group 2
<b>Technology</b>	<b>Technology</b> <ul style="list-style-type: none"> <li>○ Entire EMS reporting system</li> <li>○ Medical devices</li> <li>○ Interoperability</li> <li>○ Licensure</li> <li>○ Outdated equipment</li> <li>○ Training in technology</li> <li>○ iPads</li> <li>○ Security – profiles</li> <li>○ Halligan</li> </ul>	N/A

Initiative Link	Group 1	Group 2
<b>Physical Resources</b>	<b>Physical Resource Maintenance</b> <ul style="list-style-type: none"> <li>○ Apparatus</li> <li>○ Stations</li> <li>○ Equipment</li> <li>○ Reporting required maintenance</li> </ul>	N/A



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The following information is the raw data comprised of the deliberation results from the two workgroups. The information in each table either hits multiple initiatives or is not linked directly to a strategic initiative. Whichever scenario is applicable, it is important to recognize that the department is best served to understand and embrace this other information as it moves forward for deliberative purposes and consideration of support of the strategic initiatives.

### Critical and Service Gap Issues Identified by the Department Stakeholders

Topic	Group 1	Group 2
<b>EMS</b>	EMS <ul style="list-style-type: none"> <li>○ Communication</li> <li>○ Captain interference</li> <li>○ Outdated equipment</li> <li>○ New trial equipment</li> <li>○ Inconsistent report</li> <li>○ Vehicle response – engine and med unit</li> <li>○ Specific details</li> </ul>	N/A

Topic	Group 1	Group 2
<b>Finances</b>	N/A	Finances <ul style="list-style-type: none"> <li>○ Aging fleet</li> <li>○ Stations</li> <li>○ Cost of living raise</li> <li>○ Decreased benefits – cost to employer and employee</li> <li>○ Equipment</li> <li>○ Cost of maintaining Class 1</li> <li>○ Truck wear and tear – number of vehicles per call</li> <li>○ Chief vehicles and take-home vehicles</li> </ul>

Topic	Group 1	Group 2	
<b>Training</b>	Training <ul style="list-style-type: none"> <li>○ Favoritism</li> <li>○ FESHI model</li> <li>○ Mentoring</li> <li>○ Culture of motivation</li> </ul>	<ul style="list-style-type: none"> <li>○ Officer training</li> <li>○ Budget</li> <li>○ Outside training</li> <li>○ Continuing education</li> <li>○ Facility</li> </ul>	N/A

Topic	Group 1	Group 2		
<b>Morale</b>	N/A	Morale <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border: none;"> <ul style="list-style-type: none"> <li>○ Decreasing benefits</li> <li>○ Increasing workload</li> <li>○ Sick leave abuse</li> <li>○ IT problems</li> <li>○ Staffing</li> <li>○ Holdover</li> <li>○ Workload – uneven</li> <li>○ Volume of policies</li> </ul> </td> <td style="width: 50%; border: none;"> <ul style="list-style-type: none"> <li>○ Time off abilities</li> <li>○ Lack of employee events</li> <li>○ Lack of uniformity in discipline</li> <li>○ Lack of uniformity in evaluations</li> <li>○ Retention</li> </ul> </td> </tr> </table>	<ul style="list-style-type: none"> <li>○ Decreasing benefits</li> <li>○ Increasing workload</li> <li>○ Sick leave abuse</li> <li>○ IT problems</li> <li>○ Staffing</li> <li>○ Holdover</li> <li>○ Workload – uneven</li> <li>○ Volume of policies</li> </ul>	<ul style="list-style-type: none"> <li>○ Time off abilities</li> <li>○ Lack of employee events</li> <li>○ Lack of uniformity in discipline</li> <li>○ Lack of uniformity in evaluations</li> <li>○ Retention</li> </ul>
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